

DeKalb County Fire and Rescue Services used CPS in Promotional Test and Selection Process

Objective

DeKalb County, Georgia, contracted with CPS Human Resource Services to assist in the assessment of qualified individuals for the ranks of Fire Captain and Rescue Captain within the DeKalb County Fire Rescue Department (DCFRD.) The County wanted an examination process that was job-related, reliable and would result in the identification of the best-qualified candidates for the job.

Solution

In February 2006, CPS met with the DeKalb County Human Resources Department and DCFRD to determine client needs and expectations. CPS then began the job analysis phase of this project. Previous job analyses were reviewed, meetings with subject matter experts were held, and task lists and performance dimensions for each classification were created.

Once the job analyses for both classifications were successfully updated, CPS started written examination development. Prior to the administration of the written examination, CPS held two Candidate Orientation sessions in May. General strategies for preparing for and taking written examinations were covered in these sessions, as well as a description of each assessment center process. Eighty-four candidates took the written examination.

For each classification, additional assessment processes were developed by the DCFRD and CPS. These included an In-Basket Exercise, a Role-Play Exercise, and an Incident Command Exercise. The scoring criteria for each exercise were based on the performance dimensions associated with the exercise. Assessors who were external from the Department and gathered by CPS from similarly-sized agencies across the country, were given a half-day's training consisting of items such as definitions of behavior and how to classify behavior under the appropriate assessment dimensions.

Results

The County and CPS administered the assessment process in June 2006. Based on feedback from candidates, all believed they were treated fairly and nearly all had a positive overall impression of the assessment process. Additionally, candidates were given feedback on individual performance. DeKalb County received an eligibility list and a report detailing the process development and results of the entire project soon after completion of this phase.

**It was a great
pleasure working
with people who
know what they are
doing. It really
relieved a lot of the
stress in pulling
together a
meticulous process
such as Fire
Promotional testing.**

**Kevin Carrington,
Senior Human
Resources
Generalist, DeKalb
County Government**

